



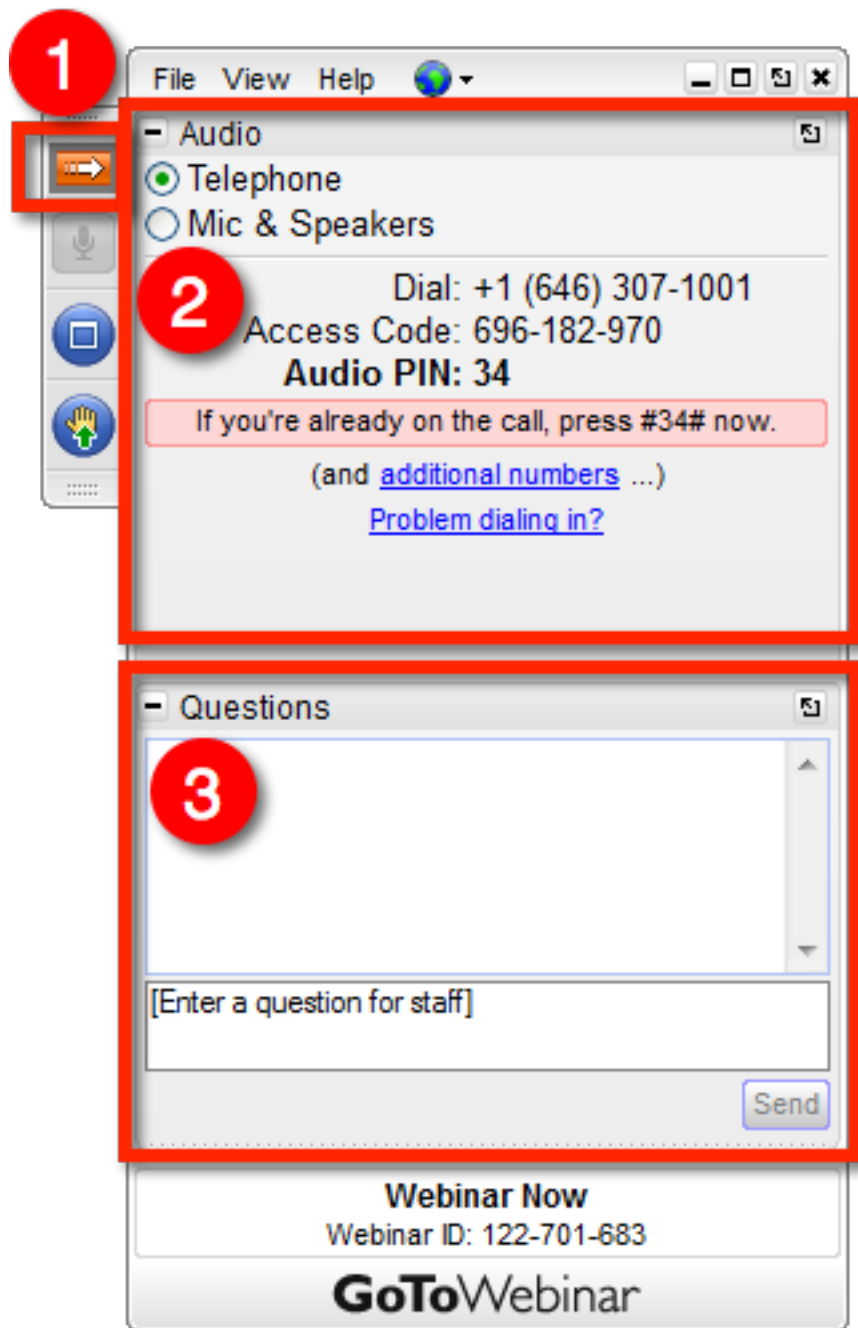
The **NON PROFIT**
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PRESENTS

FIRING LOUSY BOARD MEMBERS

with Simone Joyaux

#npapresents



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Firing Lousy Board Members



Because lousy can be contagious! Lousy frustrates the good! And the good might leave!!!

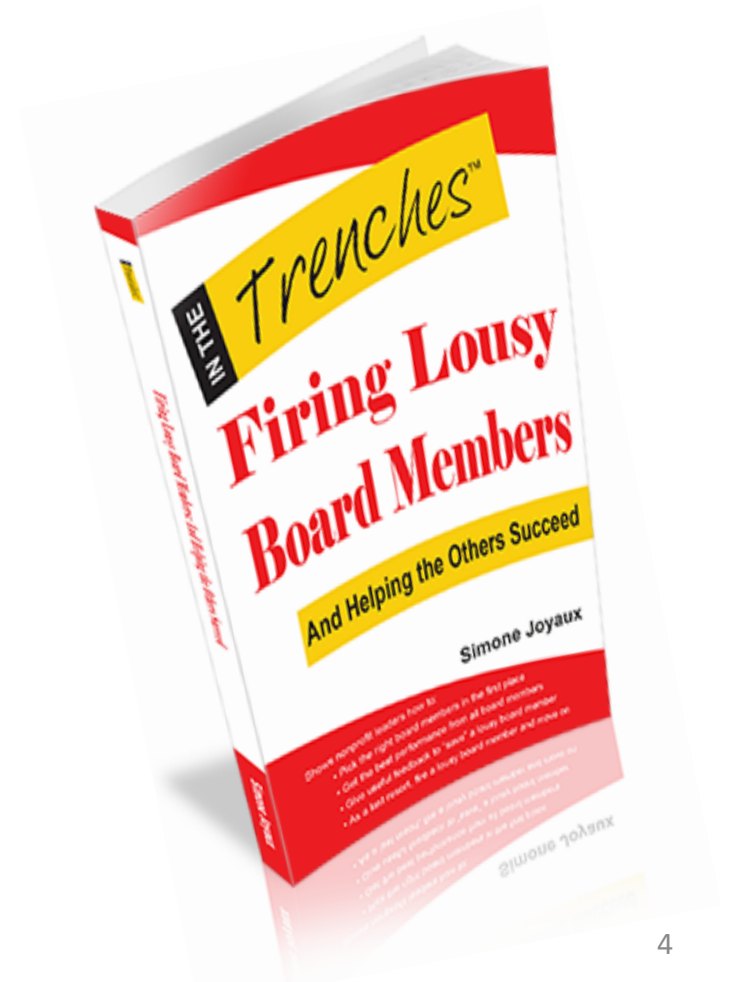
Simone P. Joyaux, ACFRE, Adv Dip, FAFP Joyaux Associates

Me in front of Edvard Munch's 1893 painting in Oslo.

My personal note to you...

Yes. Get rid of the lousy board members.
But only after the CEO/ED and senior staff
and a damn good board chair do everything
possible to help all board members
succeed.

P.S. Who should be the governance expert
in any nonprofit?



Governance is complicated!

- Serving on a board does NOT mean a person knows governance.
- Opinion vs. expertise. Body of knowledge!!!
- Distinction between governance and management.
- Distinction between the board (collective) and board members (individuals).

Why does good governance matter?

Partnership with management. Both are necessary.

- Check and balance
- Trust and verify
- Advance mission
- Ensure accountability and reduce risk

*Have you seen bad governance – and bad management, too.
Do you want to be on that list and shamed in the media?*

Who should be the governance expert in any organization?

Choice #1: Board Chair

Choice #2: Executive Committee of the board

Choice #3: CEO/executive director

Okey dokey. For more info, see sample documents in the Free Download Library on my website. Copy. Edit. Use.

Your organization deserves competent board members

- Board approves a board job description and performance expectations for all board members.
- Board identifies behaviors, skills, and diversity.
- Screen candidates with comprehensive interviews.
- Get commitment to expectations before nominating.

Staff must effectively **enable** board members and the board itself

- You MUST MUST enable well before you can even think about firing!
- See enabling functions in my Free Download Library. See details in my book *Strategic Fund Development, 3rd edition*. Also see the summary in *Firing Lousy Board Members – And Helping the Others Succeed*.

Okey dokey...what's a lousy board member?

- Not adhering to performance expectations and articulated behaviors.
- But...ask yourself: Are they intentionally lousy? Are you an effective enabler? Can they be saved?
- The Governance Committee talks about all this and decides how to proceed.

**See the examples, explanations, and tips in my little book!
Imagine flashing the book around at board meetings.**

Firing...Step #1:

Talk with the board member

Representative of Governance Committee:
Graciously talks with the board member about his/her performance. Use governance policies. (The board chair may do this, too. But NOT NOT the CEO/ED.)

- Share examples of non-performance.
- Respectfully probe what's going on.
- Clearly articulate changes required.
- Offer support for change.
- Secure commitment to change.

Chat #2 with that board member

- Drat. No improvement.
- Now the Governance Committee moves into enhancing attrition.
 - Representative from the Governance Committee (or Bd Chair) expresses more concern. Notes that changes didn't happen.
 - Encourages the board member to resign since s/he isn't able to fulfill commitments, modify behavior, whatever.

Chat #3: But the board member still hasn't resigned!

- Enhancing attrition – your 2 chats - usually works. That's your intent. Try it. Pursue it!
- But if enhancing attrition doesn't work...Then you thank and release! Still politely. And yes, still thank and release. Good bye!!!!

But they're volunteers!

- The organization's health is more important than a particular individual.
- Good board members leave because they're tired of lousy board members.
- Lousy board members inhibit good governance.
- Bad governance is too risky. Just think of all the scandals and how that affects donors. Just think...!!

Some of the usual (cheap and chicken) excuses

- Let's wait until the person's term expires. Oh please!
- The bylaws say, "If you miss three consecutive meetings, you're out." How silly!
- That person is a **big** donor. So you'll sell your soul for money?
- That person is really important in our community. So s/he can screw stuff up but you keep him/her?

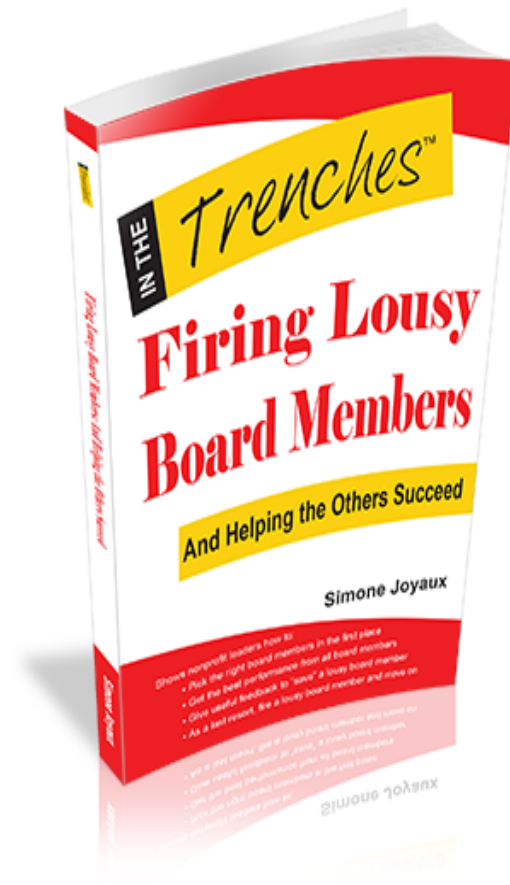
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